

Find People

Keep People

Inspire People



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- **Bestselling author**
- **keynote speaker**
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- **40 plus years of experience**

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- Trends in the Canadian employment sector
- Scare the "bejeebers" out of you!
- Why engagement is your best solution
- Reasons people join, stay and leave their employers
- Six critical attributes to successful leadership in 2023
- Three steps to closing the engagement gap

Agenda



Eddie LeMoine




Remember when?



Remember when?



What Happened?



Employee Engagement

It's not that way for
everyone

A path to success



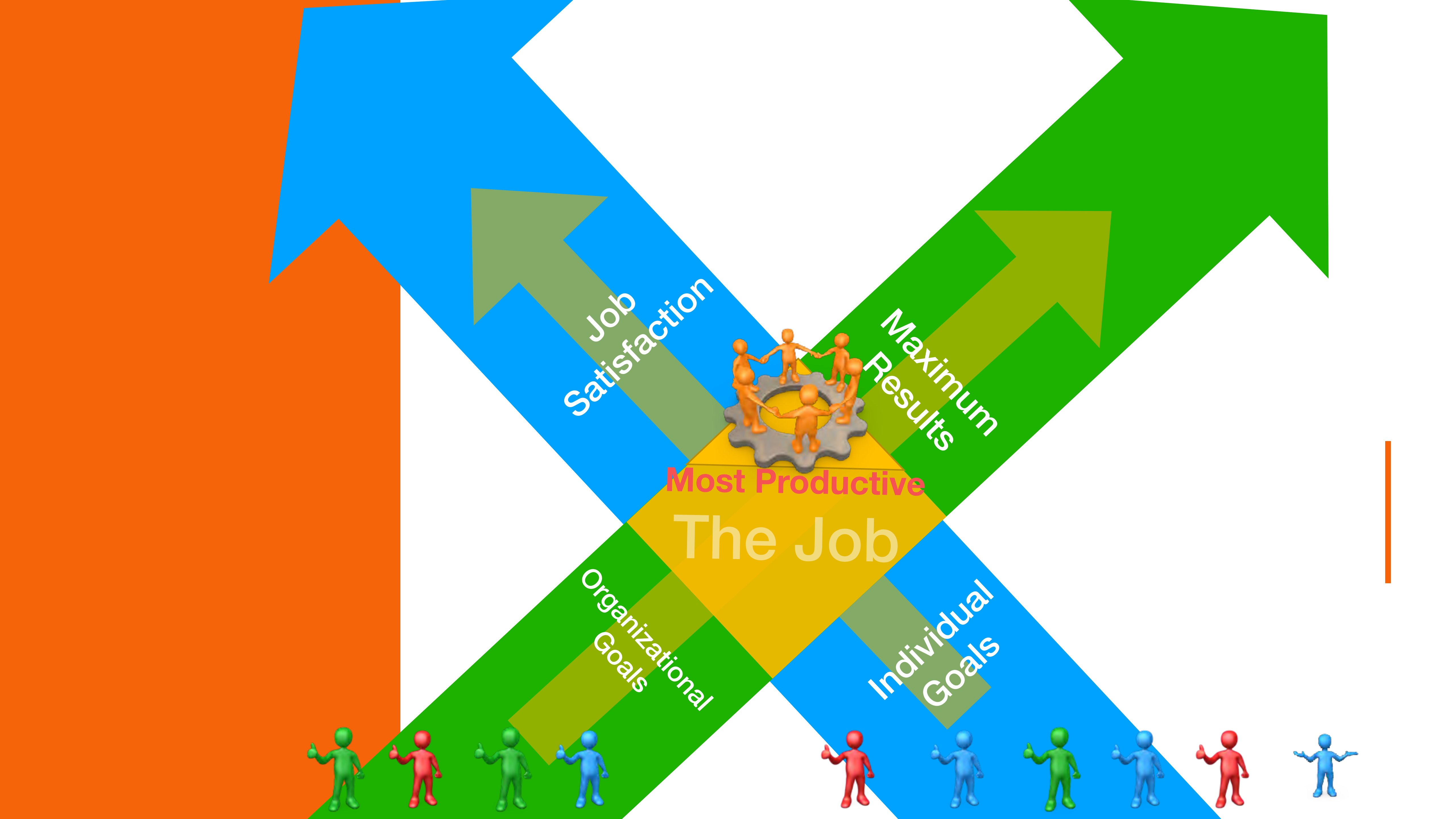
**Your company has
a set of goals to
measure success.**

Path to Success ✓

Employees are looking for:

- Values
- Safety
- Interest
- Career goals
- Work/life balance

**Highly Engaged
Workforce**



Values
Safety
Interest
Career goals
Work/life balance



Most Productive
Giving and getting the most



I love to do research....

- Conference Board of Canada
- Federal Government
- Blessings White
- Towers Watson
- Melcrum
- Gallup

...

You will be like this

Trends that will impact you during



Where are we heading with the current labour shortage?



The way people are
working post-
pandemic

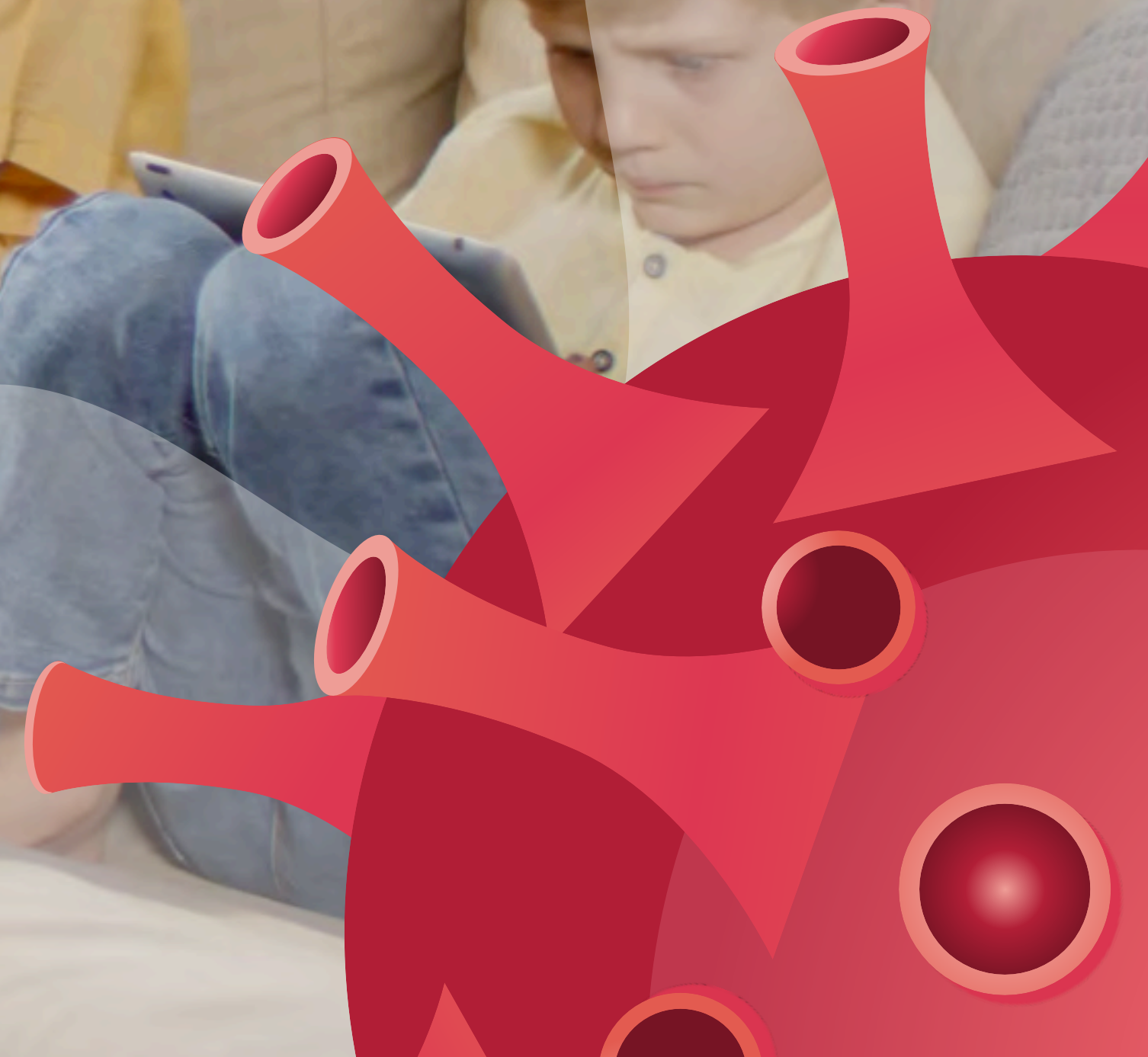
The impact of
changing
demographics

Drivers of the skills shortages

What will work look like after the pandemic.

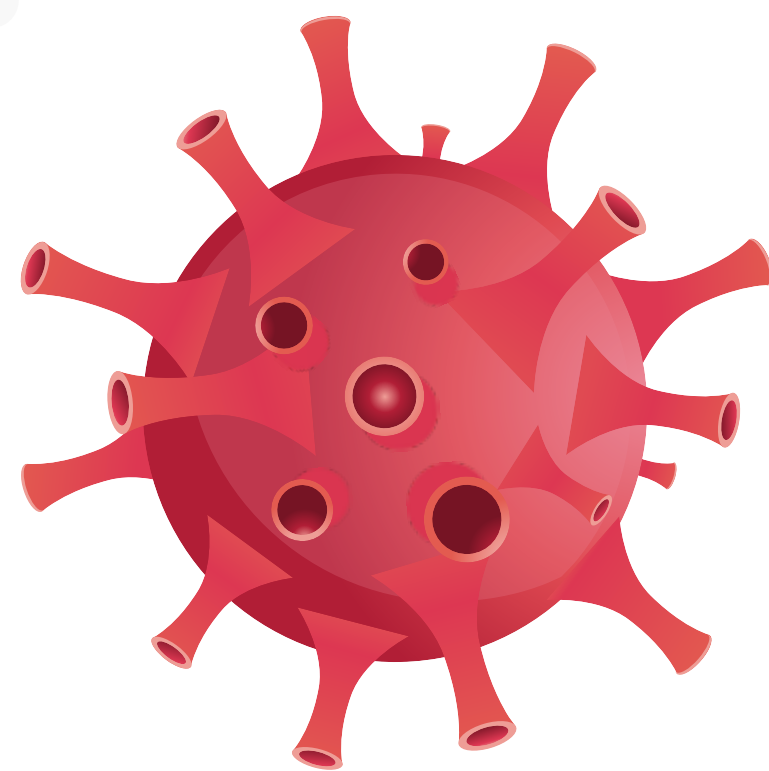


“



It will never go
back **to the way**
it was.

Key Drivers of Change



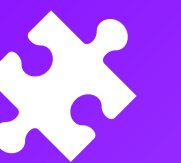
“

- **Safety**
- **Convenience**
- **Cost**
- **Recruitment**





Home vs Office





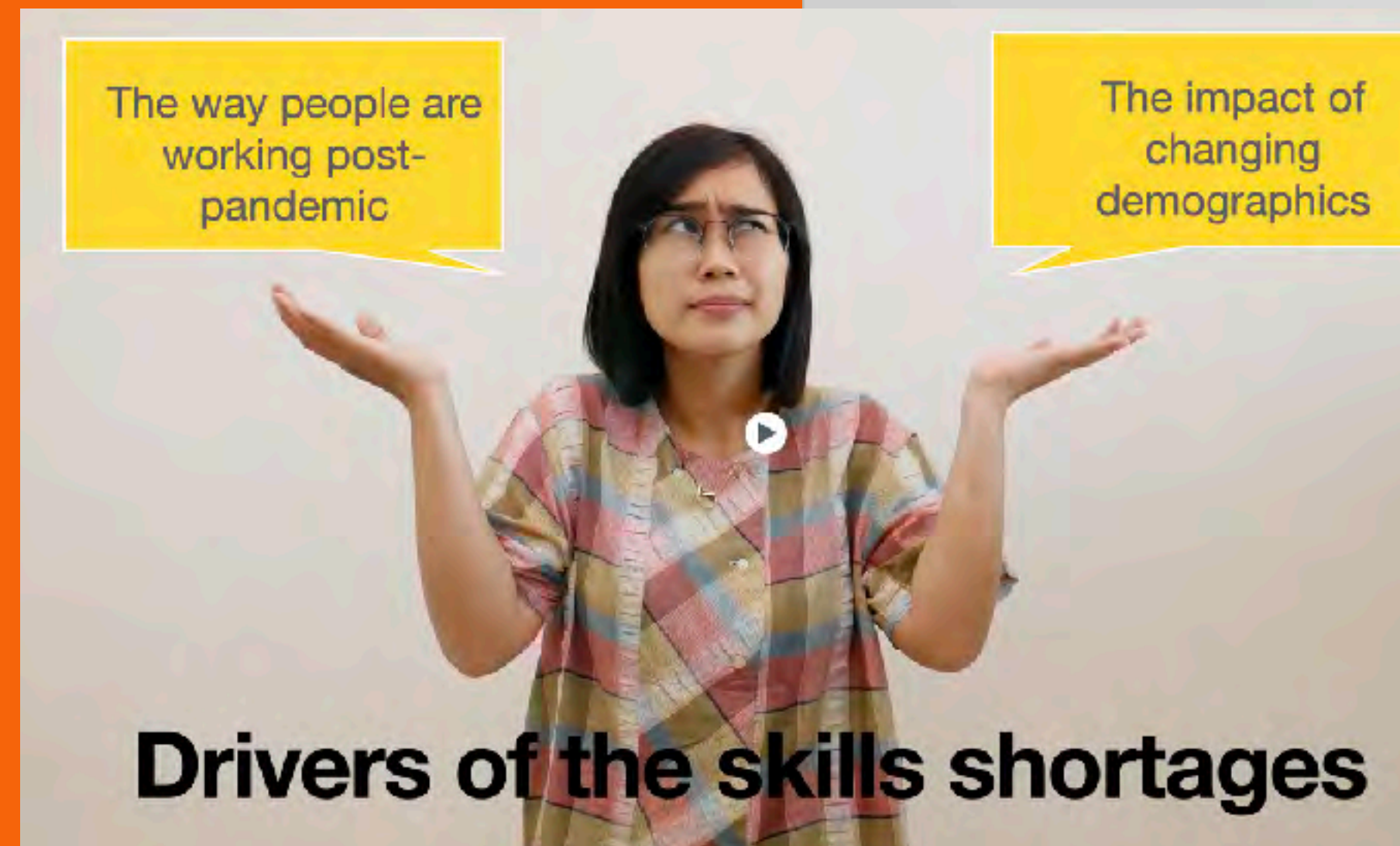
But my employees **can't work from home**



Other industries are coming to get your people.



The hospitality industry saw 237,000 people leave the industry to pursue other careers.

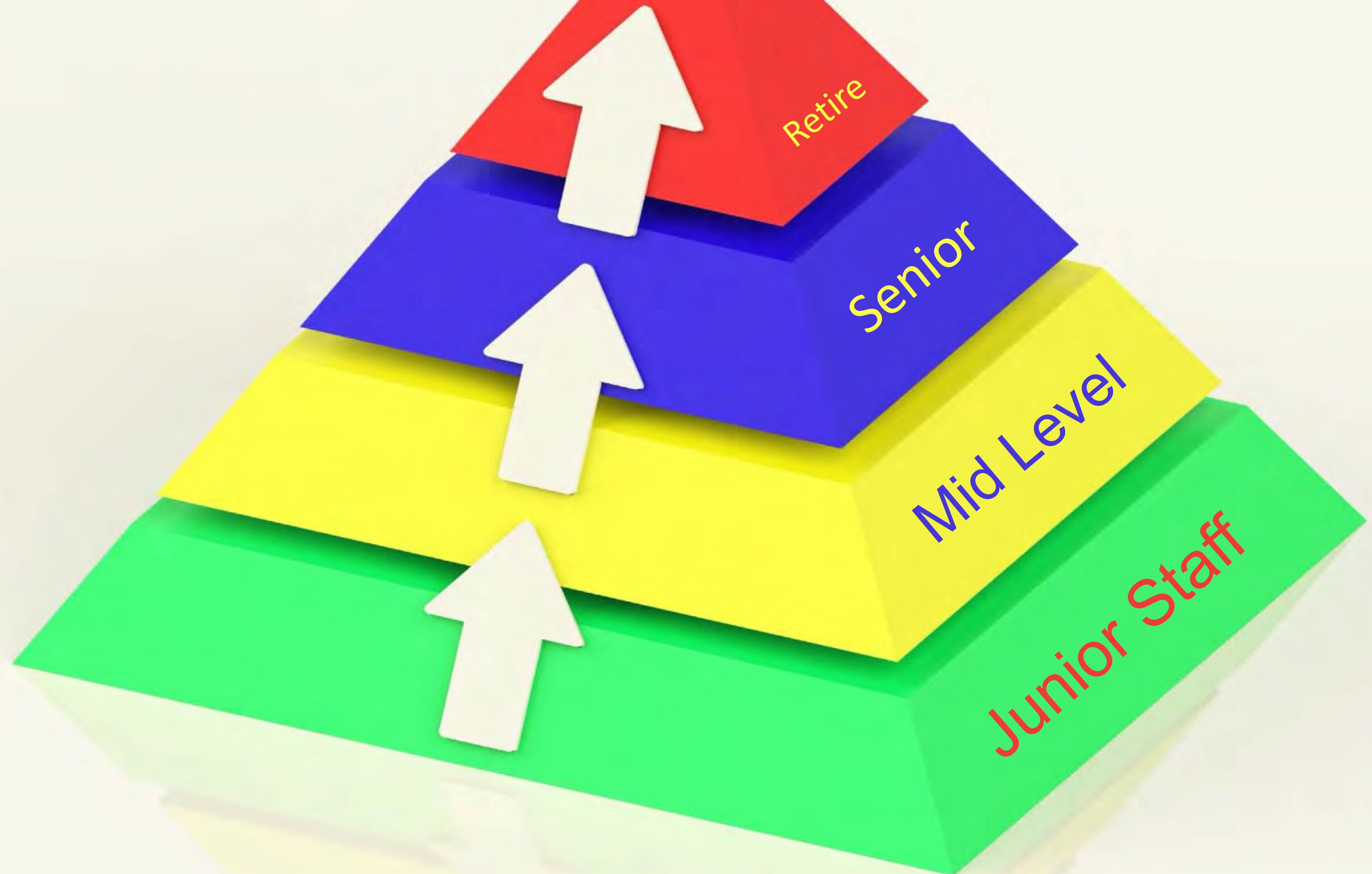


The impact of changing demographics

✓ The aging population

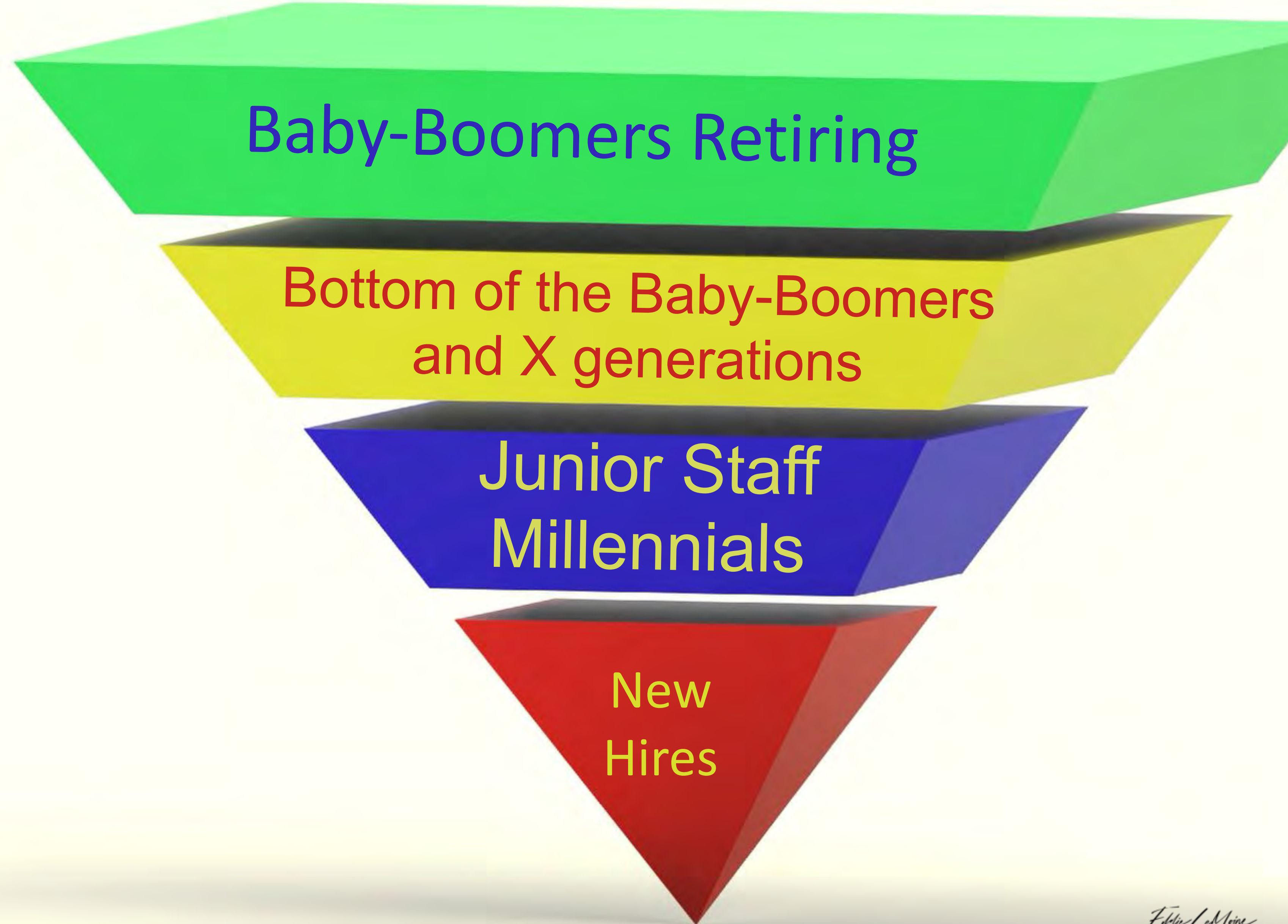
Where did everyone go?

The Past 100 Years



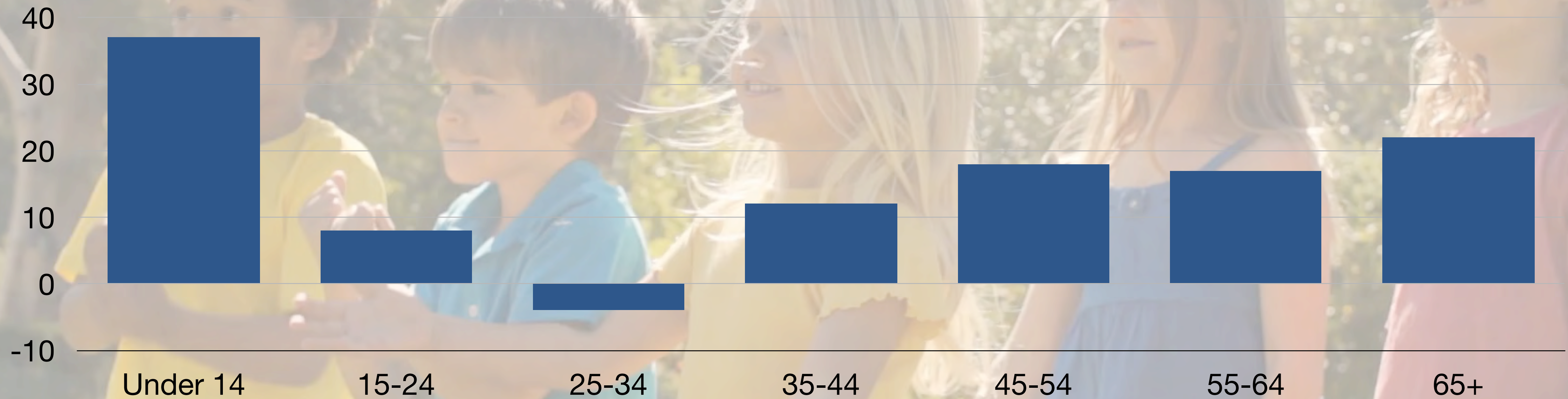


The Next 10 Years



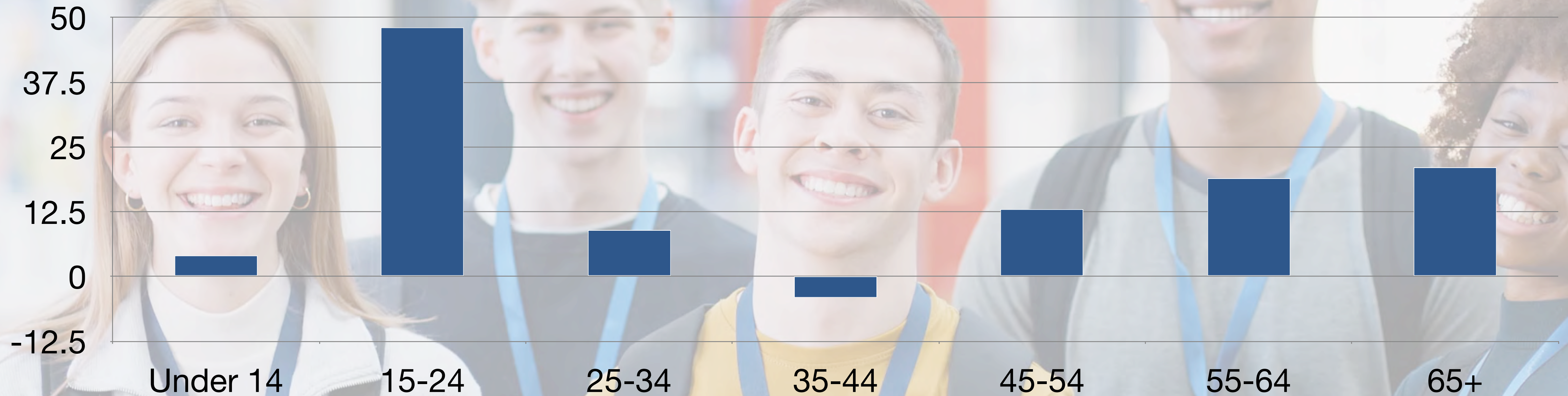
POPULATION GROWTH 1950-1960

Progression of the Baby Boomers



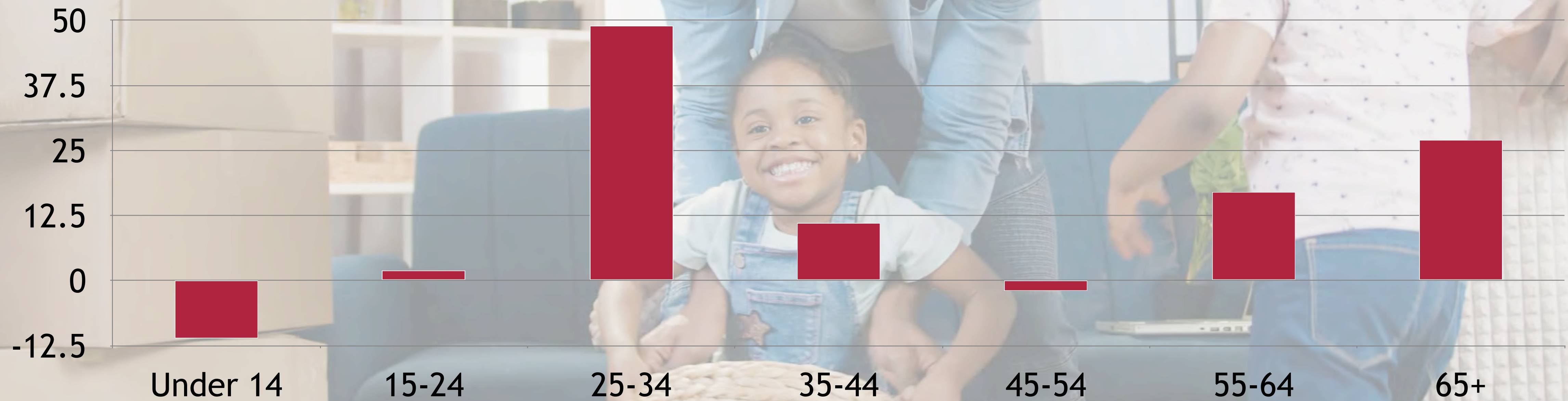
POPULATION GROWTH 1960-1970

Progression of the Baby Boomers



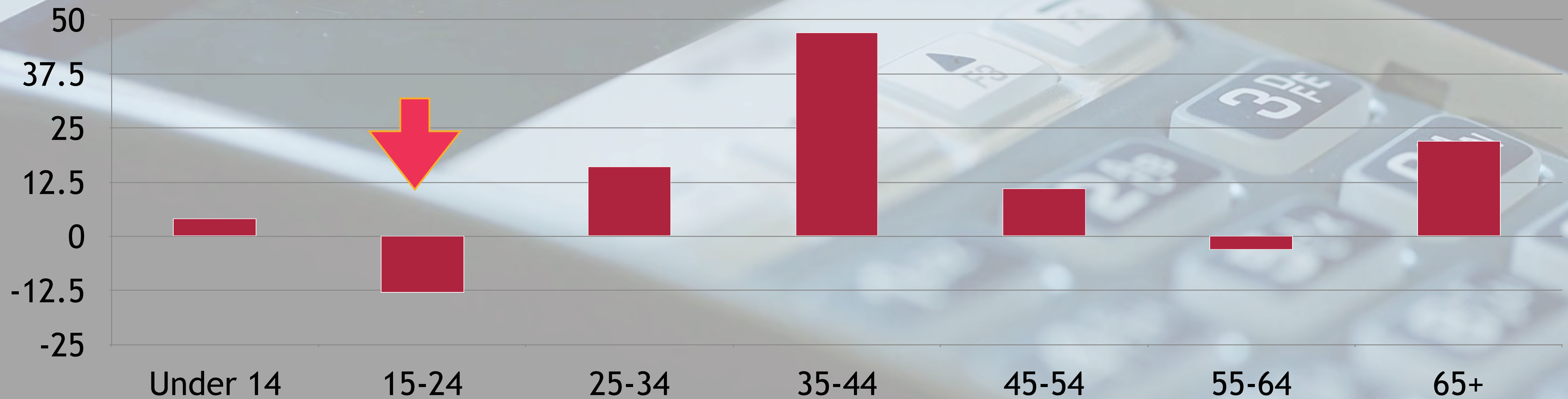
POPULATION GROWTH 1970-1980

Progression of the Baby Boomers



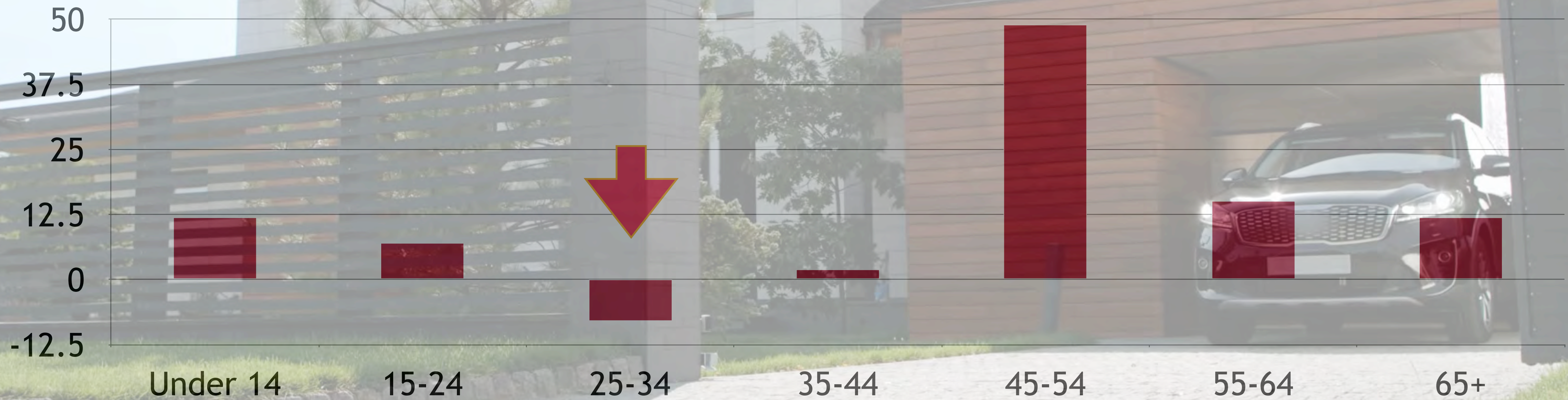
POPULATION GROWTH 1980-1990

Progression of the Baby Boomers



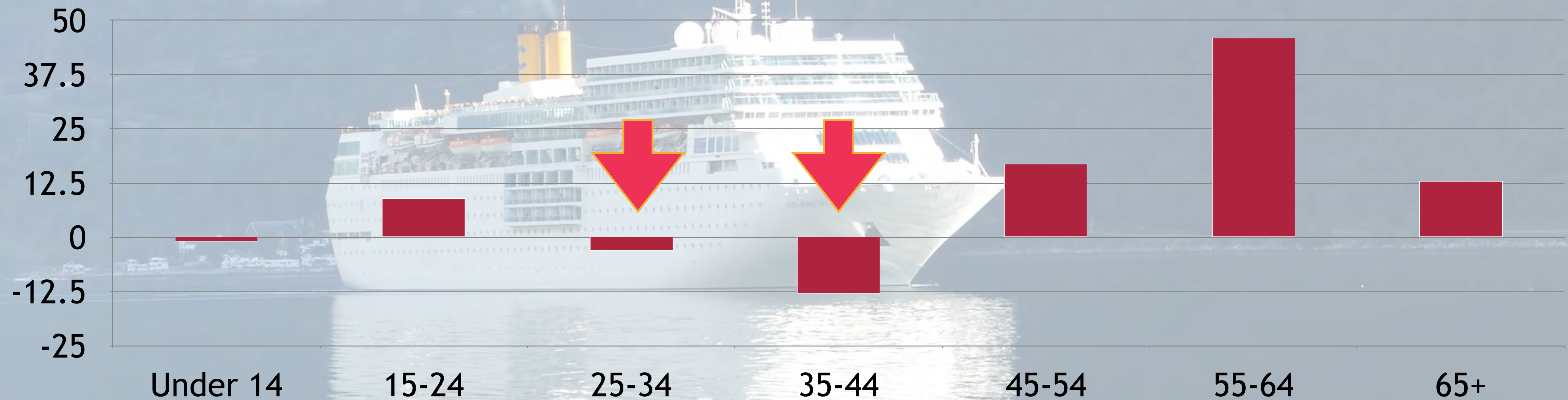
POPULATION GROWTH 1990-2000

Progression of the Baby Boomers



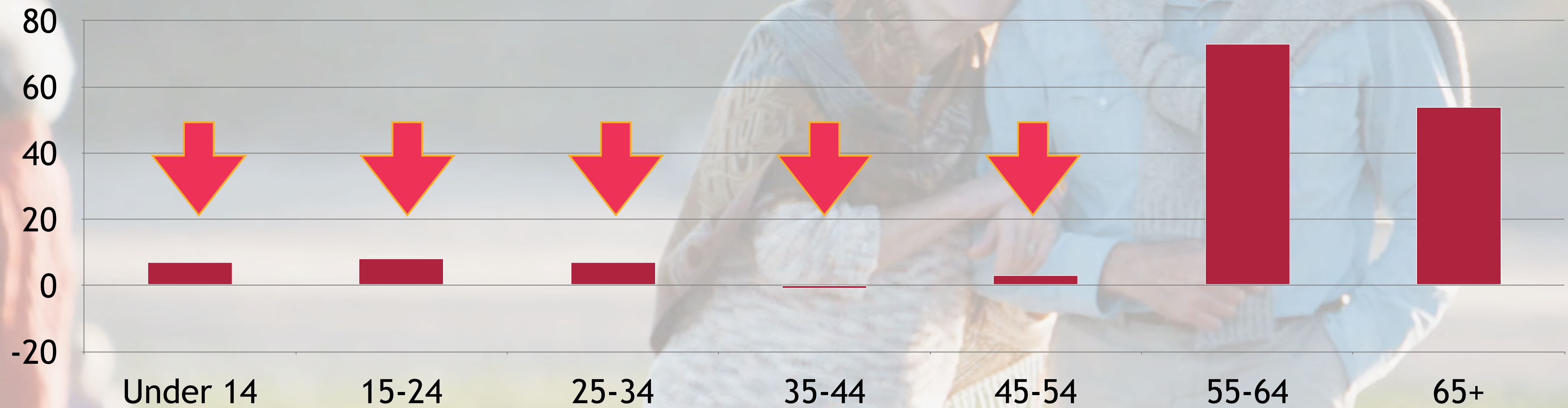
POPULATION GROWTH 2000-2010

Progression of the Baby Boomers



POPULATION GROWTH 2010-2020

Progression of the Baby Boomers



| | Under 15 | Over 65 |
|------|-----------|-----------|
| 1970 | 6,433,000 | 1,724,000 |
| 2022 | 6,070,000 | 7,333.000 |



No Better Time To Be Working

O₁ P₃ P₃ O₁ R₁ T₁ U₁ N₁ I₁ T₁ Y₄

The aging population



This year, approximately 12,500 Canadians will retire weekly, contributing to around 1,300,000 skilled worker vacancies since 2019.

Competition in — the future

- The current jobless rate is nearing 6.4 % in Canada and 4.3 % in the US, the lowest rate since comparable data became available in 1976.
- Attracting talent will become every organization's primary concern.
- There were over 648,000 job vacancies last quarter in Canada and 8,200,000 in the US.



Competition in the future

- ***Immigration Slowdown:*** Pandemic restrictions significantly decreased Canada's immigration, creating a workforce deficit.
- ***Remote Work Evolution:*** The shift to remote work has expanded hiring to a global scale, increasing competition for talent.

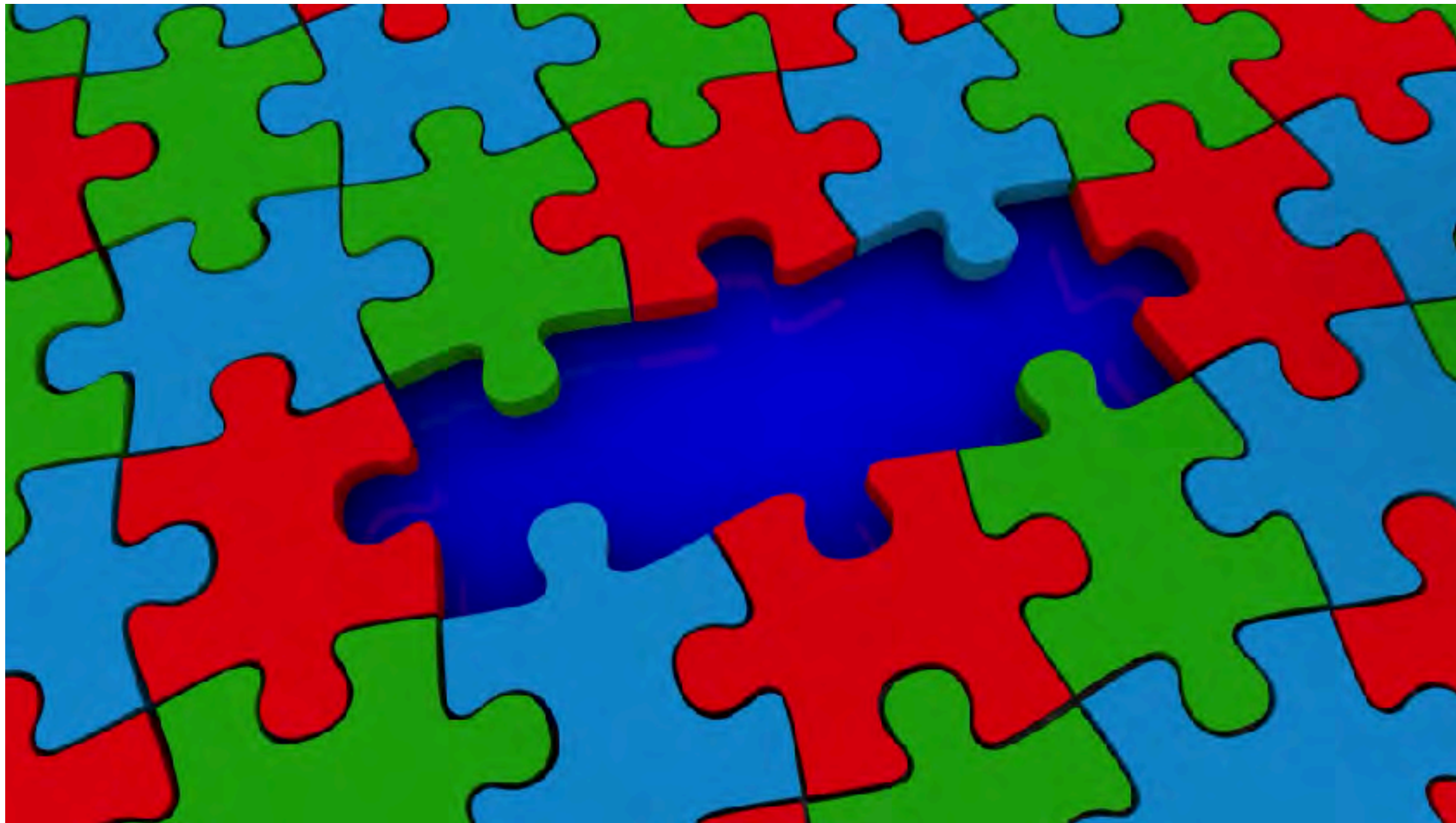




What can we do?

- Diversity, Equity and Inclusion (DE&I)
- Employee Engagement
- Technology and Automation

The Benefit of a Strong DEI Culture



- Diverse companies have higher cash flow.
- Up to 30% higher performance
- Improved workforce innovation
- Better decision making
- 19% higher revenue
- Access to a more significant Talent Pool
- Higher employee attraction and retention
- Stronger brand reputation



Lessons learned from the 2008 economic downturn



2008
Downturn

1 Attraction

2 Retention





**Why is
employee
engagement
critical now.**

A man with a beard, wearing a black cap and a red and black plaid shirt under dark overalls, is holding a silver tablet. He is looking down at the tablet. A woman with dark hair, wearing a black blazer over a white top, is standing next to him, looking at the tablet. They are in a large industrial space with a high, vaulted ceiling made of dark metal trusses and many small, bright lights. The background is slightly out of focus.

What is Engagement



Telling Style of Leadership

An environment of
conformity



Selling to the many what has
been decided by the few

- Compliant
- Low Engagement

Selling Style of Leadership

Engaged=Discretionary Effort

Employee Engagement

Inclusion and co-creation

- Looking for ideas and support throughout the organization.
- Leveraging the strengths of individual team members to achieve corporate goals.
- Employees are emotionally committed to the success of their employer.

Employees have a sense of purpose

Employees are happier; they see an opportunity for personal growth and align their strengths with organizational goals.



Customers

Increased customer satisfaction and increased referrals.



Employers

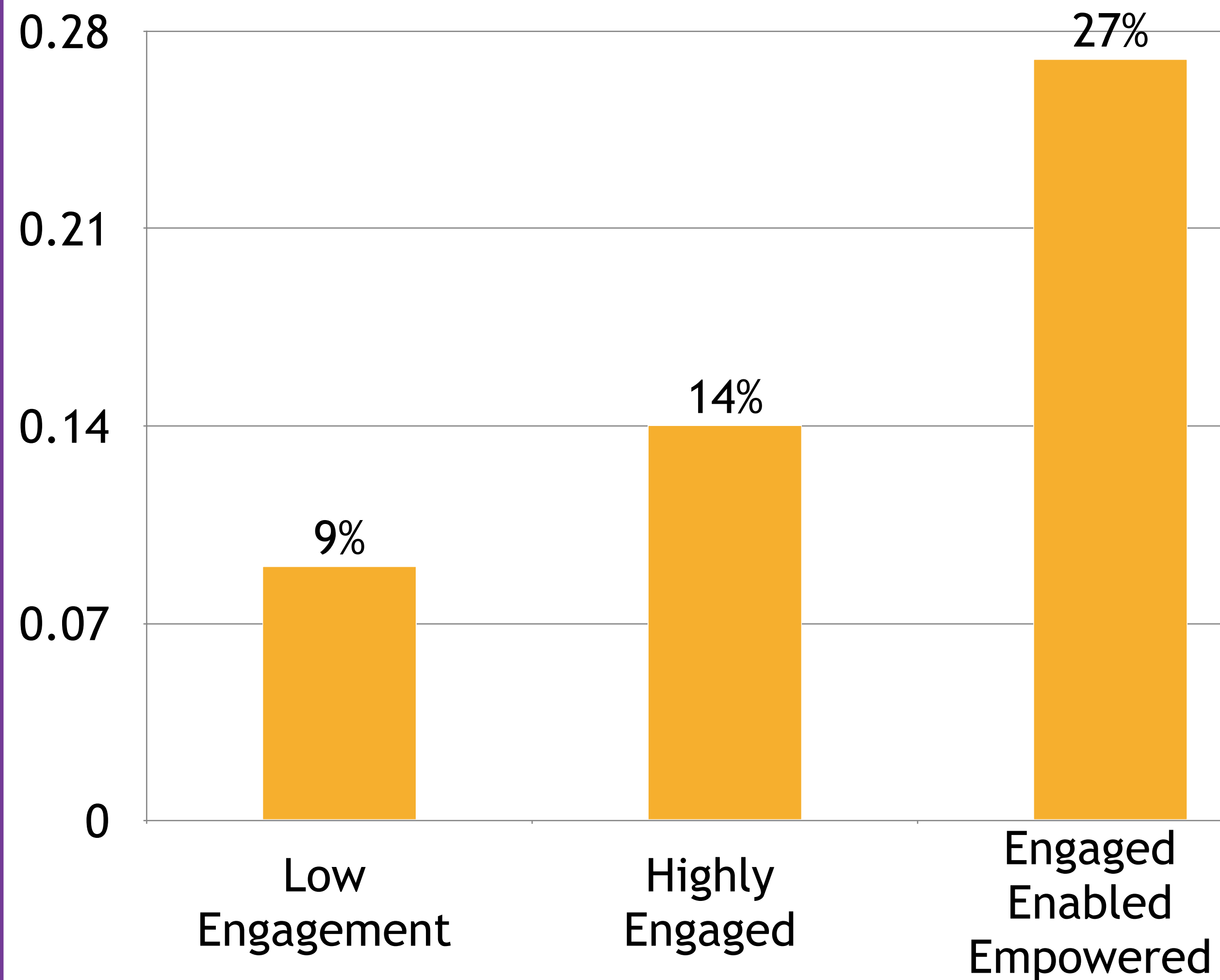
Easy to attract and retain talent, increased sales and increased productivity.




Everyone wins

Why Engage

Operating Margin, Towers Watson





There is no easier way to add capacity and profitability.

27% higher profits

50% higher sales

50% higher customer loyalty levels

38% above-average productivity

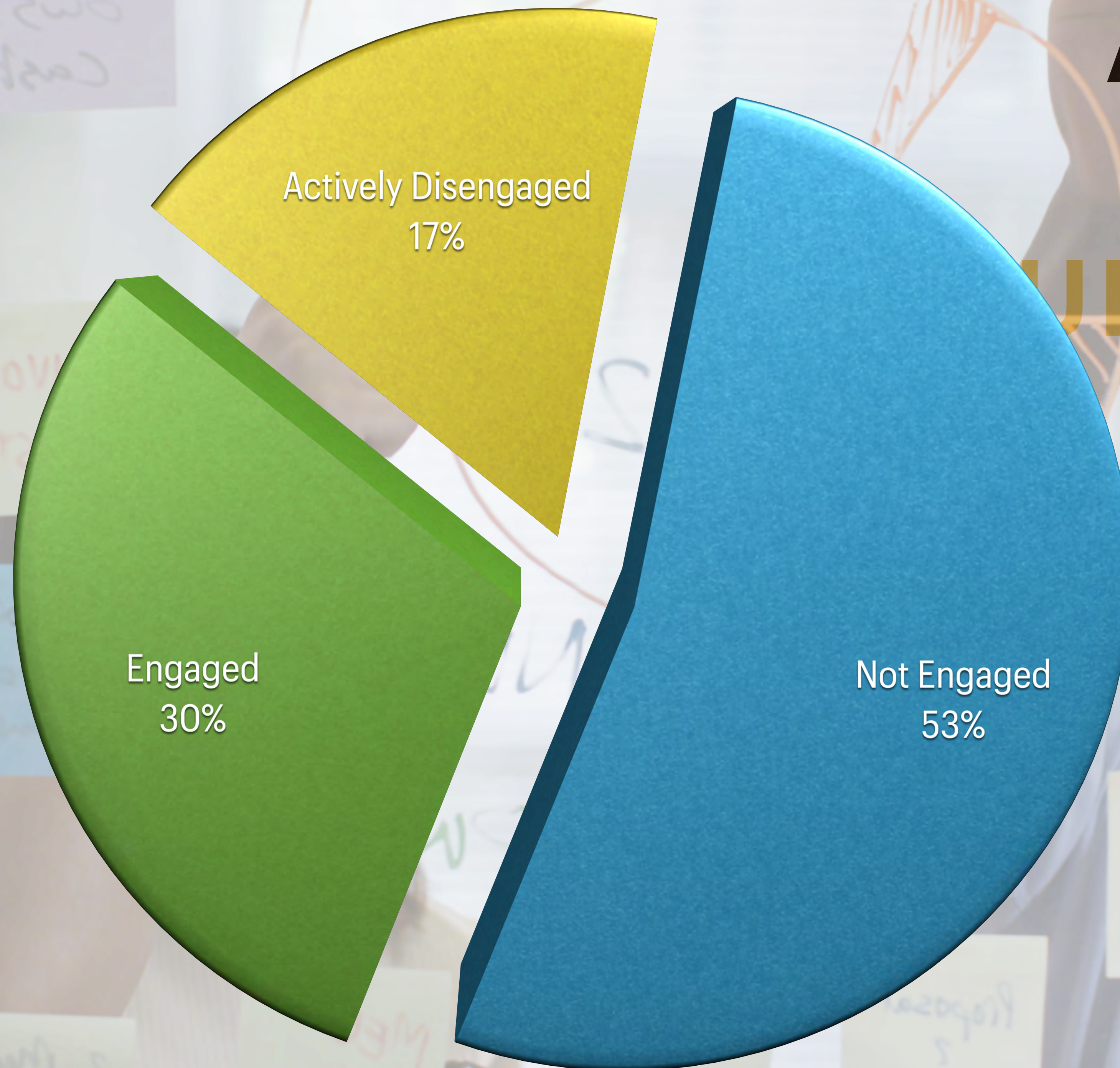


Source Gallup

ABOUT THE NUMBERS



ABOUT THE NUMBERS



The Benefit and Cost of Leading an Engaged Team



\$.90

Engaged 30%
60% of productivity

\$.70

Disengaged 53%
60% of productivity

\$.50

Actively disengaged 17%
-20% of productivity

The Benefit and Cost of Leading an Engaged Team



- 15% of engaged employees would consider leaving their employer
- Up to 85% of unengaged employees would leave their employer.
- Engaged employees recommend their place of employment as a place to work and do business.
- Capacity Building will be essential to offset skills shortage
- Engaged employees are five times less likely to have safety-related incidents than disengaged ones.
- The cost is six times higher on average per incident for the disengaged employee.

\$.90

Engaged 27%
60% of productivity

\$.70

Disengaged 59%
60% of productivity

\$.50

Actively disengaged 14%
-20% of productivity




Can We Do
More With
Less?



Can We Do
More With
Less?



Should we be
looking at
technology?

A man in a white lab coat and a woman in a black leather jacket are interacting with a large, white, humanoid robot. The man is pointing at the robot's arm, and the woman is looking at it with a smile. The background is a blurred, futuristic interior with warm lighting.

Should we be looking at technology?

- *The World Economic Forum predicts AI will replace 85 million jobs by 2025.*
- *AI expected to create many new jobs, contrary to common belief.*
- *The focus is on using AI to empower, not replace, the human workforce.*

What should we automate?

Dirty



Dangerous



Disengagement



Culture vs Strategy, what wins?

Culture



Strategy



Culture eats strategy for lunch



Leading an Engaged Workforce

Let's talk about it

Employee
Engagement

Three questions all
employees ask.



***“These three questions are
more important now than
ever.”***

Why is this job important to me?

1





**Who am I
going to be
working
with?**

2

What am I going to be doing?



3

Why is this job important to me?



1

This is why we join.



**Who am I
going to be
working
with?**

This is why we stay

2

What am I going to be doing?



This is why we leave 3

Many
employees
are doing
things we
~~did not hire~~
them to do.



Three steps to closing the engagement gap

Know them

Develop them

Motivate them



Eddie LeMoine
PROFESIONAL SPEAKER

Three steps to closing the engagement gap

Know them



Eddie LeMoine
PROFESIONAL SPEAKER

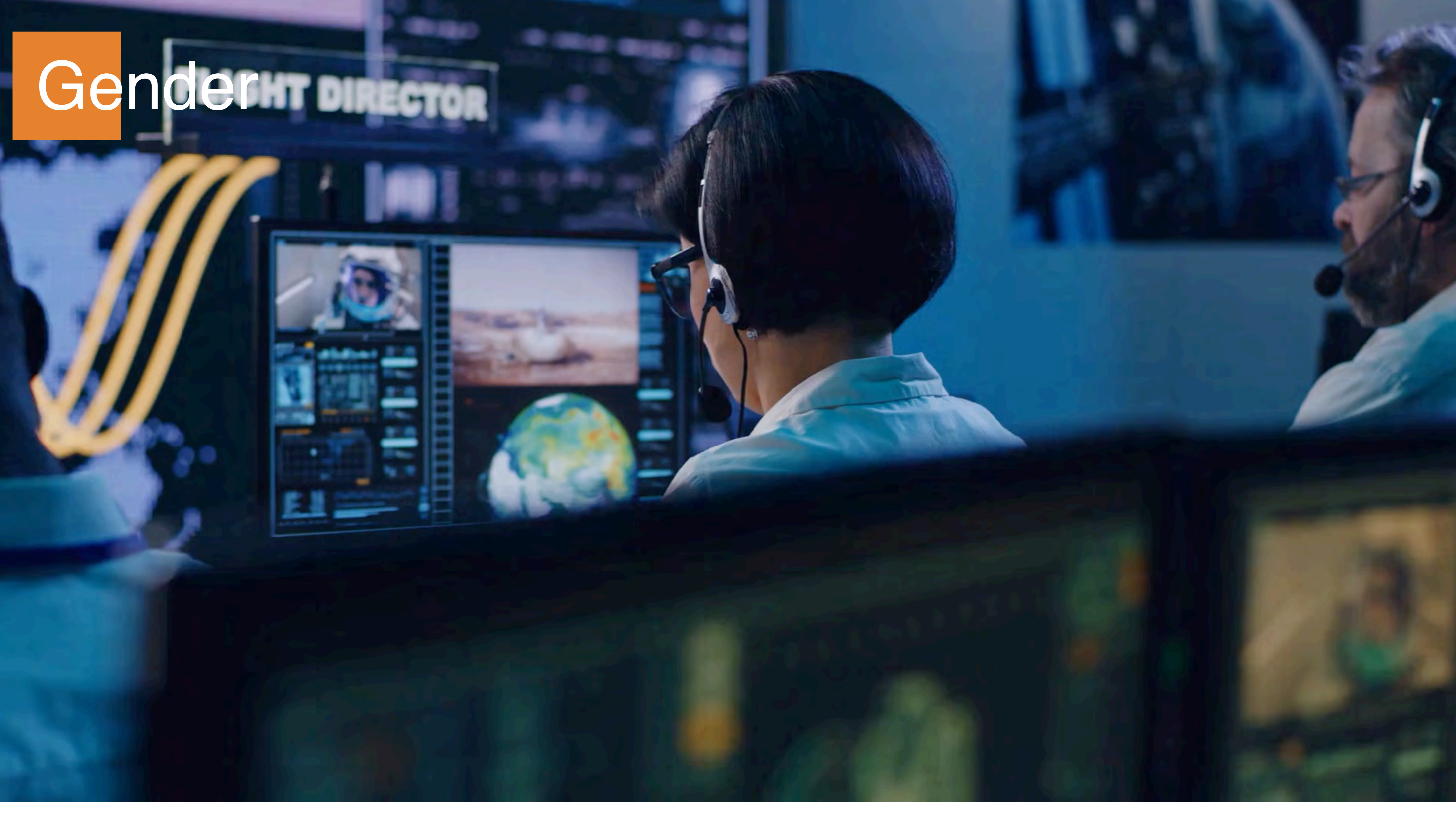
Getting to Know them

Gender
Culture
Age



Gender

FLIGHT DIRECTOR



Culture



Age



What Generation are you?

- **Mature Generation**

(1909-1945)

Baby Boomers

(1946 – 1964)

Generation X

(1965-1979)

Generation Y

(1980-1995)

- **Generation Z**

Born After 1995

Google



Why is the mature generation



generation important

Google Search [I'm Feeling Lucky](#)

Google offered in: [Français](#)



Why are|the baby boomer



why are the baby boomers **called that**

why are the baby boomers **important in hospitality management**

why are the baby boomers **so important**

why are the baby boomers **of particular interest to gerontologists**

why are baby boomers **called the me generation**

why are they **called** the baby boomers

Google Search

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Why is| the x generation



why is **it called** the x generation

why generation x is the **best**

why is **gen** x the **forgotten** generation

why is **gen** x the **lost** generation

why is generation x **called** the **baby bust**

Google Search

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Why is the millenial generation



why is the **millennial** generation **considered** and **categorized** as **lazy**

why is the **millennial** generation **so big**

why is the **millennial** generation **important**

why is **it called** the **millennial** generation

why **millennial** generation **matters**

why the **millennial** generation is

why the **millennial** generation is the **best**

Google Search

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Report inappropriate predictions



Why is the Z|generation



why is **zoro part of** the **worst** generation

why is the generation **called gen z**

why **gen z** is the **strongest** generation

why is **it called** the generation z

why is **gen z** the **dumbest** generation

Google Search

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Mature Generation(1909-1945)

Thoughts about them

- Duty
 - Sacrifice
- Major Events
- The Great Depression
 - WW II

Key influencers

- John Diefenbaker
- Winston Churchill
- Lester B. Pearson

Loyal

Strong interpersonal skills

Like flexitime

Promotions from tenure, ethical

Occupy many board positions on federal and provincial lobby groups



Baby Boomers (1946 – 1964)

Thoughts about them

- Individuality, “Me” Generation
- Major Events
- Vietnam War
- 67 Centennial Year
- The Cold War

Key influencers

- Bill Gates
- Pierre Trudeau
- Brian Mulroney
- Oprah Winfrey

At work

- Evaluate themselves and others based on their work ethic
- Hours worked more important than productivity
- Believe teamwork is critical to success
- Believe relationship building is very important
- Expect loyalty from those they work with



Generation X (1965-1979)

Thoughts about them

- Skeptical
- Reluctant
- Self Sufficient
- Loyal employees

Major Events

- Fall of the Berlin Wall
- The Gulf War
- The PC boom

At work

- Shun do-or-die Boomer work ethic
- Want open communication regardless of position, title or tenure
- Respect production over tenure
- Value control of their time
- Look for a person (not a company) in whom they can invest loyalty
- Rely on peer-to-peer referrals more than any other generation

Key influencers

- David Beckham
- MTV
- The cast of Friends



Generation Y (1979-1995)

Thoughts about them

- Coddled
- Idealistic
- Most managed generation ever

Key influencers

- Justin Timberlake
- Paris Hilton
- TMZ

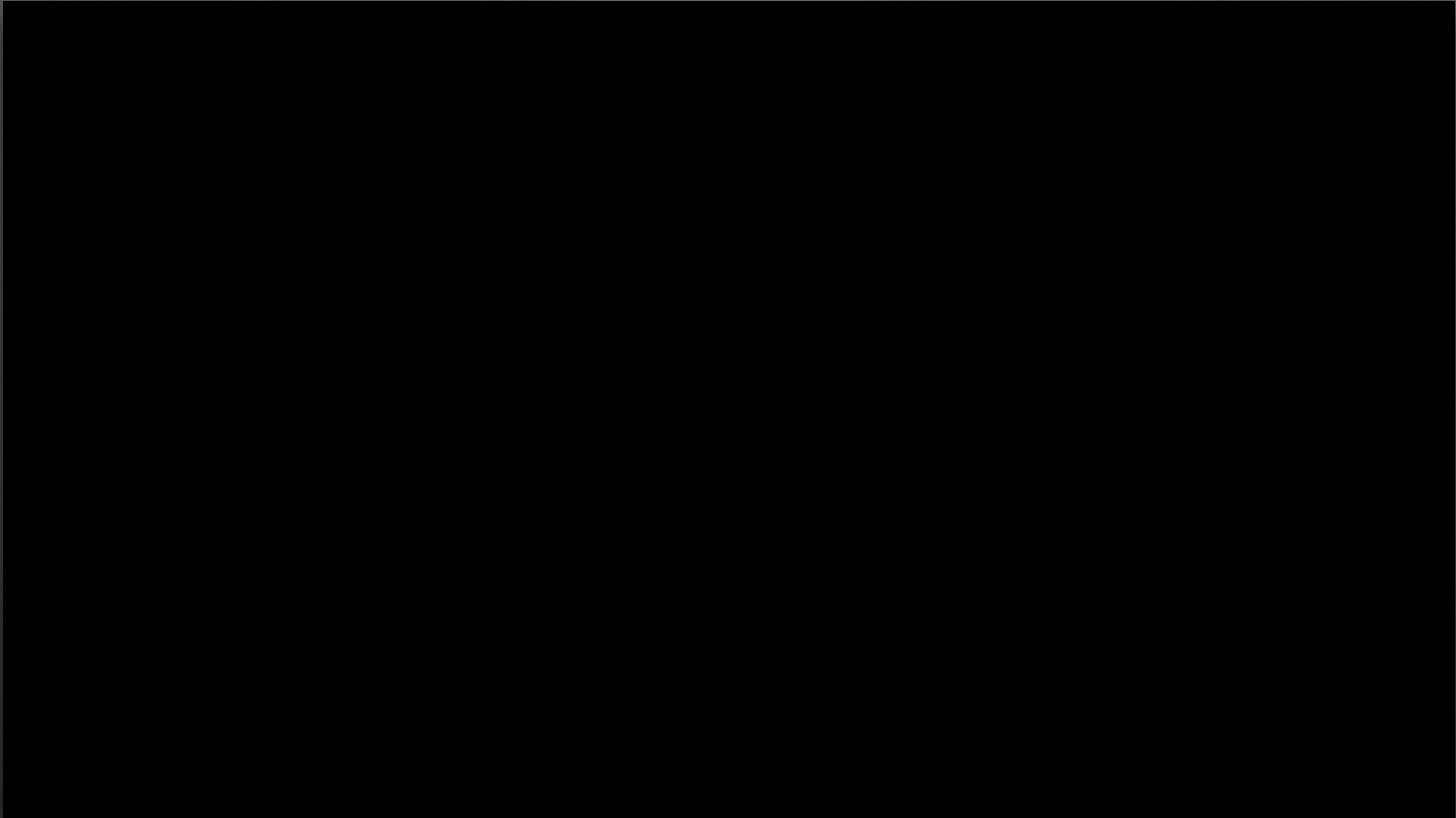
Major Events

- 9/11 Terrorist Attack
- Cell phone revolution
- Internet boom

At work

- Search for the individual who will help them achieve their goals
- Want open, constant communication
- Want positive reinforcement from their boss
- Find working with someone of the Mature generation easy to do
- Search for a job that provides great, personal fulfillment
- Are searching for ways to shed the stress in their lives





Boomers

X&Y-Generation

Generation Z/Boomerlets Born After 1995

- They are Savvy consumers, and they know what they want and how to get it.
- Have Eco-fatigue: tired of hearing about the environment and the many ways we have to save it.
- Raised by institutions and electronics
 - Smartphones
 - In-car entertainment
 - Video Games





Matures and Boomer

- Much more influenced by the Great Depression
- Links happiness to the outcome
- Motivated by fear
- Technology resistant

Generation X,Y and Z

- They do not have a memory of a genuine lack
- More concerned with happiness today
- Motivated by pleasure
- Technology savvy

Generation comparisons



- ✓ We keep hearing about resilience.
- ✓ What makes a resilient leader.

Resilient Leadership



*Inspired by
others success*

A resilient leader's
essential mindset
is when they see
someone else
succeed, they
think, "If they can
do it, I can do it."

Six key attributes to successful leadership in

What Leaders need to know

Empathy

Put yourself in the shoes of your clients, employees and partners.





Flexibility

Leaders will have to show flexibility or a willingness to do things differently.

Truthfulness and Trust

Be clear about what
you know **AND** what
you don't know.

T R U S T

M E

3



Clarity

Be clear about the plans of your organization and the role people play in achieving organizational objectives.

Communication

Communication has always been a crucial factor in engagement; however, it is more critical now than ever.



E₁ M₃ P₃ O₁ W₄ E₁ R₁ E₁ D₂

6

Empowerment

It is essential to empower your employees to assist with rapid decision-making during a crisis.

THANKS

Eddie LeMoine

THANK YOU

THANKS

Eddie LeMoine

Q

&

A